

Exhibit 300: Capital Asset Plan and Business Case Summary

Part I: Summary Information And Justification (All Capital Assets)

Section A: Overview

1. **Date of Submission:** 2010-09-15
2. **Agency:** 024
3. **Bureau:** 30
4. **Name of this Investment:** USCIS - Transformation
5. **Unique Project (Investment) Identifier (UPI):** 024-30-01-03-01-3015-00

6. **What kind of investment will this be in FY 2012?:** Mixed Life Cycle

- Planning
- Full Acquisition
- Operations and Maintenance
- Mixed Life Cycle
- Multi-Agency Collaboration

7. **What was the first budget year this investment was submitted to OMB?** FY2006

8.

- a. **Provide a brief summary of the investment and justification, including a brief description of how this closes in part or in whole an identified agency performance gap, specific accomplishments expected by the budget year and the related benefit to the mission, and the primary beneficiary(ies) of the investment.**

USCIS is investing in an enterprise-wide transformation of its business processes and case management systems. Transforming the Agency will ultimately help USCIS meet its customer service, national security and operational excellence goals. This effort will close many gaps in current business processes associated with paper files, forms and evidence. It will also address typical customer and advocate complaints such as a lack of consistent, complete and accurate answers from USCIS; frequent and duplicative requests for evidence; lost or misplaced files; and limited transparency into business operations and decisions. After the transformation, customers will have the option of creating electronic accounts with USCIS and submitting applications and supporting evidence online. They will be able to manage information and evidence in these online accounts and save their data for future applications. Customers will also be able to access real-time case status information and will have multiple options for communicating with USCIS. Additionally, third-party filers will have the option to establish online accounts with USCIS to file and manage their customers' cases. Within the Agency, adjudicators will receive complete, decision-ready cases, rather than checking multiple legacy systems and managing paper files. New tools will identify potential fraud and route riskier cases to subject matter experts for rigorous review. USCIS managers will conduct electronic quality checks and will be able to monitor office performance results more closely. USCIS will respond to workload fluctuations by transferring cases electronically between offices and adjudicators, rather than detailing employees to overburdened offices or transporting paper files. This effort will also enable the Agency to report real-time performance data which will improve operational transparency and accountability. Transforming USCIS will also enhance information sharing among the Agency's Federal partners, ultimately strengthening the immigration system and national security. The transformed systems will be deployed incrementally to cover USCIS' lines of business: Nonimmigrant (customers in FY11 and third-party filers in FY12); Immigrant (FY12); Humanitarian (FY13); and Citizenship (FY14).

- b. **Provide any links to relevant websites that would be useful to gain additional information on the investment including links to GAO and IG reports.**

| Title | Link |
|-----------------------|---|
| IT Program Assessment | http://www.dhs.gov/xlibrary/assets/mgmt/itpa-uscis-transformation.pdf |

9.

- a. **Provide the date of the Agency's Executive/Investment Committee approval of this investment.**
2010-07-28
- b. **Provide the date of the most recent or planned approved project charter.** 2005-03-31

10. **Contact information?**

- a. **Program/Project Manager Name:** *
Phone Number: *
Email: *
- b. **Business Function Owner Name (i.e. Executive Agent or Investment Owner):** Gerri Ratliff
Phone Number: *
Email: *

11. **What project management qualifications does the Project Manager have? (choose only one per FAC-P/PM or DAWIA):** Project manager has been validated according to FAC-P/PM or DAWIA criteria as qualified for this investment.

- Project manager has been validated according to FAC-P/PM or DAWIA criteria as qualified for this investment.
- Project manager qualifications according to FAC-P/PM or DAWIA criteria is under review for this investment.
- Project manager assigned to investment, but does not meet requirements according to FAC-P/PM or DAWIA criteria.
- Project manager assigned but qualification status review has not yet started.
- No project manager has yet been assigned to this investment.

Section B: Summary of Funding (Budget Authority for Capital Assets)

1.

Table I.B.1: Summary of Funding

(In millions of dollars)

(Estimates for BY+1 and beyond are for planning purposes only and do not represent budget decisions)

| | PY-1 and earlier | PY 2010 | CY 2011 (CY Continuing Resolution) | BY 2012 | BY+1 2013 | BY+2 2014 | BY+3 2015 | BY+4 and beyond | Total |
|---|------------------------|------------|---|------------|--------------|--------------|--------------|-----------------------|-------|
| Planning: | * | * | * | * | * | * | * | * | * |
| Acquisition: | * | * | * | * | * | * | * | * | * |
| Planning & Acquisition Government FTE Costs | * | * | * | * | * | * | * | * | * |
| Subtotal Planning & Acquisition(DME): | * | * | * | * | * | * | * | * | * |
| Operations & Maintenance: | * | * | * | * | * | * | * | * | * |
| Disposition Costs (optional): | * | * | * | * | * | * | * | * | * |
| Operations, Maintenance, Disposition Government FTE Costs | * | * | * | * | * | * | * | * | * |
| Subtotal O&M and Disposition Costs (SS): | * | * | * | * | * | * | * | * | * |
| TOTAL FTE Costs | * | * | * | * | * | * | * | * | * |
| TOTAL (not including FTE costs): | * | * | * | * | * | * | * | * | * |
| TOTAL (including FTE costs): | * | * | * | * | * | * | * | * | * |
| Number of FTE represented by | * | * | * | * | * | * | * | * | * |

Table I.B.1: Summary of Funding
(In millions of dollars)

(Estimates for BY+1 and beyond are for planning purposes only and do not represent budget decisions)

| | PY-1 and earlier | PY 2010 | CY 2011 (CY Continuing Resolution) | BY 2012 | BY+1 2013 | BY+2 2014 | BY+3 2015 | BY+4 and beyond | Total |
|--------|------------------------|------------|---|------------|--------------|--------------|--------------|-----------------------|-------|
| Costs: | | | | | | | | | |

2. Insert the number of years covered in the column “PY-1 and earlier”: 4

3. Insert the number of years covered in the column “BY+4 and beyond”: *

4. If the summary of funding has changed from the FY 2011 President’s Budget request, briefly explain those changes:

*

Section C: Acquisition/Contract Strategy (All Capital Assets)

1.

Table I.C.1 Contracts Table

| Contract Status | Contracting Agency ID | Procurement Instrument Identifier (PIID) | Indefinite Delivery Vehicle (IDV) Reference ID | Solicitation ID | Alternative financing | EVM Required | Ultimate Contract Value (M) | Type of Contract/Task Order (Pricing) | Is the contract a Performance Based Service Acquisition (PBSA)? | Effective date | Actual or expected End Date of Contract/Task Order | Extent Completed | Short description of acquisition |
|-----------------|-----------------------|--|--|-------------------|-----------------------|--------------|-----------------------------|---------------------------------------|---|----------------|--|---------------------------|---|
| Awarded | 7003 | HSSCCG10F00151 | HSSCCG06A00011 | | * | * | | Firm Fixed Price | Y | 2010-03-09 | | Y | RDF facility operations |
| Awarded | 7001 | HSHQDC10J00568 | HSHQDC09D00001 | | * | * | | Cost Plus Fixed Fee | N | 2010-09-22 | 2011-09-27 | Y | USCIS Transformation |
| Awarded | 7003 | HSSCCG08C00010 | | HSSCCG-08-Q-00214 | * | * | | Firm Fixed Price | N | 2008-09-11 | 2011-06-21 | N | QUALITY ASSURANCE SUPPORT SERVICES |
| Awarded | 7001 | HSHQDC09J00001 | HSHQDC06D00019 | | * | * | | Cost Plus Award Fee | Y | 2008-11-03 | 2014-03-31 | Y | USCIS Transformation Program Solutions Architect (SA) |
| Awarded | 7001 | HSHQDC10F00153 | GS10F8901H | | * | * | | Firm Fixed Price | N | 2010-09-27 | 2015-09-26 | Y | Program Management Support |
| Awarded | 7001 | HSSCCG10X00078 | | HSHQDC10R00033 | * | * | \$8.8 | Firm Fixed Price | N | | | Full and Open Competition | IAA with Navy for IVV |

Table I.C.1 Contracts Table

| Contract Status | Contracting Agency ID | Procurement Instrument Identifier (PIID) | Indefinite Delivery Vehicle (IDV) Reference ID | Solicitation ID | Alternative financing | EVM Required | Ultimate Contract Value (M) | Type of Contract/Task Order (Pricing) | Is the contract a Performance Based Service Acquisition (PBSA)? | Effective date | Actual or expected End Date of Contract/Task Order | Extent Completed | Short description of acquisition |
|-----------------|-----------------------|--|--|-----------------|-----------------------|--------------|-----------------------------|---------------------------------------|---|----------------|--|------------------|----------------------------------|
|-----------------|-----------------------|--|--|-----------------|-----------------------|--------------|-----------------------------|---------------------------------------|---|----------------|--|------------------|----------------------------------|

2. If earned value is not required or will not be a contract requirement for any of the contracts or task orders above, explain why:

*

3.

- a. Has an Acquisition Plan been developed? If yes, please answer the questions that follow *
- b. Does the Acquisition Plan reflect the requirements of FAR Subpart 7.1 *
- c. Was the Acquisition Plan approved in accordance with agency requirements *
- d. If "yes," enter the date of approval? *
- e. Is the acquisition plan consistent with your agency Strategic Sustainability Performance Plan? *
- f. Does the acquisition plan meet the requirements of EOs 13423 and 13514? *
- g. If an Acquisition Plan has not been developed, provide a brief explanation.

*

Part II: IT Capital Investments

Section A: General

1.
 - a. Confirm that the IT Program/Project manager has the following competencies: configuration management, data management, information management, information resources strategy and planning, information systems/network security, IT architecture, IT performance assessment, infrastructure design, systems integration, systems life cycle, technology awareness, and capital planning and investment control. yes
 - b. If not, confirm that the PM has a development plan to achieve competencies either by direct experience or education.

2. Describe the progress of evaluating cloud computing alternatives for service delivery to support this investment. uscis will be determining the applicability and viability of employing cloud computing once dhs has fully assessed and implemented a cloud computing capability.

3. Provide the date of the most recent or planned Quality Assurance Plan 2010-01-20

4.
 - a. Provide the UPI of all other investments that have a significant dependency on the successful implementation of this investment. 024-30-01-02-01-3038-00
 - b. If this investment is significantly dependent on the successful implementation of another investment(s), please provide the UPI(s). 024-30-01-02-01-3038-00,024-30-01-02-01-3123-00

5. An Alternatives Analysis must be conducted for all Major Investments with Planning and Acquisition (DME) activities and evaluate the costs and benefits of at least three alternatives and the status quo. The details of the analysis must be available to OMB upon request. Provide the date of the most recent or planned alternatives analysis for this investment. 2007-02-02

6. Risks must be actively managed throughout the lifecycle of the investment. The Risk Management Plan and risk register must be available to OMB upon request. Provide the date that the risk register was last updated. 2010-08-13

Section B: Cost and Schedule Performance

Table II.B.1. Comparison of Actual Work Completed and Actual Costs to Current Approved Baseline:

| Description of Activity | DME or SS | Agency EA Transition Plan Milestone Identifier | Planned Cost (\$M) | Actual Cost (\$M) | Planned Start Date | Actual Start Date | Planned Completion Date | Actual Completion Date | Planned Percent Complete | Actual Percent Complete |
|--|-----------|--|--------------------|-------------------|--------------------|-------------------|-------------------------|------------------------|--------------------------|-------------------------|
| (FY 08 and Earlier) Planning, BPR and Program Management | DME | * | \$31.5 | \$31.5 | 2007-10-01 | 2007-10-01 | 2008-09-30 | 2008-09-30 | 100.00% | 100.00% |
| (FY 08 and Earlier) DME | DME | * | \$36.6 | \$36.6 | 2007-10-01 | 2007-10-01 | 2008-09-30 | 2008-09-30 | 100.00% | 100.00% |
| (FY 08 and Earlier) O&M | SS | * | \$43.8 | \$43.8 | 2007-10-01 | 2007-10-01 | 2008-09-30 | 2008-09-30 | 100.00% | 100.00% |
| (FY 08 and Earlier) Government FTE Costs | SS | * | \$5.7 | \$5.7 | 2007-10-01 | 2007-10-01 | 2008-09-30 | 2008-09-30 | 100.00% | 100.00% |
| (FY 09) Planning, BPR and Program Management | DME | * | \$23.5 | \$23.5 | 2008-10-01 | 2008-10-01 | 2009-09-30 | 2009-09-30 | 100.00% | 100.00% |
| (FY 09) DME | DME | * | \$37.2 | \$37.2 | 2008-10-01 | 2008-10-01 | 2009-09-30 | 2009-09-30 | 100.00% | 100.00% |
| (FY 09) O&M | SS | * | \$58.2 | \$58.2 | 2008-10-01 | 2008-10-01 | 2009-09-30 | 2009-09-30 | 100.00% | 100.00% |
| (FY 09) Government FTE Costs | SS | * | \$5.4 | \$5.4 | 2008-10-01 | 2008-10-01 | 2009-09-30 | 2009-09-30 | 100.00% | 100.00% |
| (FY 10) Program Management and Planning | DME | * | \$24.5 | \$7.2 | 2009-10-30 | 2009-10-01 | 2011-09-30 | | 62.50% | 62.50% |
| (FY 10) Option Period 3 Program Management, Organization Change, Architecture and Engineering, IT Service Provision, | DME | * | \$51.6 | \$39.1 | 2010-02-01 | 2010-02-01 | 2010-06-30 | | 100.00% | 99.00% |

Table II.B.1. Comparison of Actual Work Completed and Actual Costs to Current Approved Baseline:

| Description of Activity | DME or SS | Agency EA Transition Plan Milestone Identifier | Planned Cost (\$M) | Actual Cost (\$M) | Planned Start Date | Actual Start Date | Planned Completion Date | Actual Completion Date | Planned Percent Complete | Actual Percent Complete |
|---|-----------|--|--------------------|-------------------|--------------------|-------------------|-------------------------|------------------------|--------------------------|-------------------------|
| Business Process Service Provision | | | | | | | | | | |
| (FY 10) Increment 1: Design and documentation for Release A and Release B | DME | * | \$5.3 | \$2.1 | 2010-02-01 | 2010-02-01 | 2012-10-30 | | 45.38% | 45.38% |
| (FY 10) Operations and Maintenance | SS | * | \$29.9 | \$21.5 | 2009-10-01 | 2009-10-01 | 2011-03-13 | | 83.00% | 83.00% |
| (FY 10) Release A Development, Test, and Implementatoin | DME | * | \$28.9 | \$1.0 | 2010-06-01 | 2010-08-01 | 2011-11-30 | | 4.00% | 4.00% |
| (FY 10) Option Period 4 Program Management, Organizationa, Change, Architecture and Engineering, IT Service Provision, Business Process Service Provision | DME | * | \$88.4 | \$33.4 | 2010-07-01 | 2010-08-01 | 2011-06-30 | | 35.40% | 34.50% |
| (FY 10) Government FTE Costs | SS | * | \$12.8 | \$9.1 | 2009-10-01 | 2009-10-01 | 2010-09-30 | 2010-09-30 | 100.00% | 100.00% |
| (FY 11) Release B Development, Test, and Implementation | DME | * | * | * | 2011-07-28 | * | 2012-10-30 | * | * | * |
| (FY 11) Program Management and Planning | DME | * | \$24.3 | \$0.1 | 2010-10-01 | 2010-10-01 | 2012-09-30 | | 12.50% | 12.50% |
| (FY 11) | DME | * | * | * | 2011-08-17 | * | 2014-03-14 | * | * | * |

Table II.B.1. Comparison of Actual Work Completed and Actual Costs to Current Approved Baseline:

| Description of Activity | DME or SS | Agency EA Transition Plan Milestone Identifier | Planned Cost (\$M) | Actual Cost (\$M) | Planned Start Date | Actual Start Date | Planned Completion Date | Actual Completion Date | Planned Percent Complete | Actual Percent Complete |
|---|-----------|--|--------------------|-------------------|--------------------|-------------------|-------------------------|------------------------|--------------------------|-------------------------|
| Increment 2: Design and documentation for Release A and Release B | | | | | | | | | | |
| (FY 11) Acquire Enabling Technology | DME | * | \$111.8 | \$4.3 | 2010-10-01 | 2010-10-01 | 2011-09-30 | | 3.80% | 3.80% |
| (FY 11) Option Period 5 Program Management, Organizational Change, Architecture and Engineering, IT Service Provision, Business Process Service Provision | DME | * | * | * | 2011-07-01 | * | 2012-06-30 | * | * | * |
| (FY 11) Operations and Maintenance | SS | * | \$37.7 | \$0.0 | 2010-10-01 | 2010-10-01 | 2012-03-13 | | 16.60% | 0.00% |
| (FY 11) Government FTE Costs | SS | * | \$18.0 | \$2.4 | 2010-10-01 | 2010-10-01 | 2011-09-30 | | 25.00% | 25.00% |
| (FY 12) Program Management and Planning | DME | * | * | * | 2011-10-01 | * | 2012-09-30 | * | * | * |
| (FY 12) Release C Development, Test, and Implementation | DME | * | * | * | 2012-01-01 | * | 2013-03-31 | * | * | * |
| (FY 12) Option Period 6 Program Management, Organizational Change, and Architecture and Engineering, IT | DME | * | * | * | 2012-07-01 | * | 2013-06-30 | * | * | * |

Table II.B.1. Comparison of Actual Work Completed and Actual Costs to Current Approved Baseline:

| Description of Activity | DME or SS | Agency EA Transition Plan Milestone Identifier | Planned Cost (\$M) | Actual Cost (\$M) | Planned Start Date | Actual Start Date | Planned Completion Date | Actual Completion Date | Planned Percent Complete | Actual Percent Complete |
|---|-----------|--|--------------------|-------------------|--------------------|-------------------|-------------------------|------------------------|--------------------------|-------------------------|
| Service Provision, Business Process Service Provision | | | | | | | | | | |
| (FY 12) Release D Development, Test, and Implementation | DME | * | * | * | 2012-07-01 | * | 2013-09-30 | * | * | * |
| (FY 12) Operations and Maintenance | SS | * | * | * | 2011-10-01 | * | 2012-09-30 | * | * | * |
| (FY 12) Government FTE Costs | SS | * | * | * | 2011-10-01 | * | 2012-09-30 | * | * | * |
| (FY 13) Program Management and Planning | DME | * | * | * | 2012-10-01 | * | 2013-09-30 | * | * | * |
| (FY 13) Release E Development, Test, and Implementation | DME | * | * | * | 2013-01-14 | * | 2014-03-14 | * | * | * |
| (FY 13) Operations and Maintenance | SS | * | * | * | 2012-10-01 | * | 2013-09-30 | * | * | * |
| (FY 13) Government FTE Costs | SS | * | * | * | 2012-10-01 | * | 2013-09-30 | * | * | * |
| (FY 14) Program Management and Planning | DME | * | * | * | 2013-10-01 | * | 2014-09-30 | * | * | * |
| (FY 14) Acquire Enabling Technology | DME | * | * | * | 2013-10-01 | * | 2014-09-30 | * | * | * |
| (FY 14) Operations and Maintenance | SS | * | * | * | 2013-10-01 | * | 2014-09-30 | * | * | * |

Table II.B.1. Comparison of Actual Work Completed and Actual Costs to Current Approved Baseline:

| Description of Activity | DME or SS | Agency EA Transition Plan Milestone Identifier | Planned Cost (\$M) | Actual Cost (\$M) | Planned Start Date | Actual Start Date | Planned Completion Date | Actual Completion Date | Planned Percent Complete | Actual Percent Complete |
|--|-----------|--|--------------------|-------------------|--------------------|-------------------|-------------------------|------------------------|--------------------------|-------------------------|
| (FY 14) Government FTE Costs | SS | * | * | * | 2013-10-01 | * | 2014-09-30 | * | * | * |
| (FY 15) Operations and Maintenance | SS | * | * | * | 2014-10-01 | * | 2015-09-30 | * | * | * |
| (FY 16) Operations and Maintenance | SS | * | * | * | 2015-10-01 | * | 2016-09-30 | * | * | * |
| (FY 17) Operations and Maintenance | SS | * | * | * | 2016-10-01 | * | 2017-09-30 | * | * | * |
| (FY 18) Operations and Maintenance | SS | * | * | * | 2017-10-01 | * | 2018-09-30 | * | * | * |
| (FY10) Acquire Enabling Technology | SS | * | \$87.8 | \$48.9 | 2009-10-01 | 2009-10-01 | 2010-09-30 | | 56.00% | 56.00% |
| (FY12) Acquire Enabling Technology | SS | * | * | * | 2011-10-01 | * | 2012-09-30 | * | * | * |
| (FY13) Option Period 7 Program Management, Organizational Change, Architecture and Engineering, IT Service Provision, Business Process Service Provision | DME | * | * | * | 2013-07-01 | * | 2014-03-31 | * | * | * |
| (FY13) Acquire Enabling Technology | DME | * | * | * | 2012-10-01 | * | 2013-09-30 | * | * | * |
| (FY20) Operations and | SS | * | * | * | 2019-10-01 | * | 2020-09-30 | * | * | * |

Table II.B.1. Comparison of Actual Work Completed and Actual Costs to Current Approved Baseline:

| Description of Activity | DME or SS | Agency EA Transition Plan Milestone Identifier | Planned Cost (\$M) | Actual Cost (\$M) | Planned Start Date | Actual Start Date | Planned Completion Date | Actual Completion Date | Planned Percent Complete | Actual Percent Complete |
|--|-----------|--|--------------------|-------------------|--------------------|-------------------|-------------------------|------------------------|--------------------------|-------------------------|
| Maintenance | | | | | | | | | | |
| (FY19) Operations and Maintenance | SS | * | * | * | 2018-10-01 | * | 2019-09-30 | * | * | * |
| (FY21) Operations and Maintenance | SS | * | * | * | 2020-10-01 | * | 2021-09-30 | * | * | * |
| (FY22) Operations and Maintenance | SS | * | * | * | 2021-10-01 | * | 2022-09-30 | * | * | * |
| (FY 09 and Earlier) Other transformation DME | DME | * | \$220.0 | \$220.0 | 2007-10-01 | 2007-10-01 | 2009-09-30 | 2009-09-30 | 100.00% | 100.00% |

2. If the investment cost, schedule, or performance variances are not within 10 percent of the current baseline, provide a complete analysis of the reasons for the variances, the corrective actions to be taken, and the most likely estimate at completion.

3. For mixed lifecycle or operations and maintenance investments an Operational Analysis must be performed annually. Operational analysis may identify the need to redesign or modify an asset by identifying previously undetected faults in design, construction, or installation/integration, highlighting whether actual operation and maintenance costs vary significantly from budgeted costs, or documenting that the asset is failing to meet program requirements. The details of the analysis must be available to OMB upon request. Insert the date of the most recent or planned operational analysis.

2009-06-30

4. Did the Operational analysis cover all 4 areas of analysis: Customer Results, Strategic and Business Results, Financial Performance, and Innovation?

no

Section C: Financial Management Systems

| Table II.C.1: Financial Management Systems | | | |
|--|----------------|--------------------------|------------|
| System(s) Name | System acronym | Type of Financial System | BY Funding |
| * | * | * | * |

Section D: Multi-Agency Collaboration Oversight (For Multi-Agency Collaborations only)

| Table II.D.1. Customer Table: | |
|-------------------------------|-----------------------------|
| Customer Agency | Joint exhibit approval date |
| NONE | |

| Table II.D.2. Shared Service Providers | | |
|--|----------------------------|--|
| Shared Service Provider (Agency) | Shared Service Asset Title | Shared Service Provider Exhibit 53 UPI (BY 2011) |
| * | * | * |

| Table II.D.3. For IT Investments, Partner Funding Strategies (\$millions): | | | | | | | |
|--|----------------------------------|--------------------------|---------------------------|--------------------|--------------------------|---------------------------|--------------------|
| Partner Agency | Partner exhibit 53 UPI (BY 2012) | CY Monetary Contribution | CY “In-Kind” Contribution | CY Fee-for-Service | BY Monetary Contribution | BY “In-Kind” Contribution | BY Fee-for-Service |
| NONE | | | | | | | |

| Table II.D.4. Legacy Systems Being Replaced | | |
|---|-------------|-------------------------------|
| Name of the Legacy Investment of Systems | Current UPI | Date of the System Retirement |
| * | * | * |

Section E: Performance Information

Table I.E.1a. Performance Metric Attributes

| Measurement Area (For IT Assets) | Measurement Grouping (For IT Assets) | Measurement Indicator | Reporting Frequency | Unit of Measure | Performance Measure Direction | Baseline | Year Baseline Established for this measure (Origination Date) |
|-------------------------------------|---|---|---------------------|---|-------------------------------|------------------------------|--|
| Technology | Load levels | Decrease end to end processing time for benefit requests. | annual | Average of processing cycle time. | Decrease | TBD | 2010-12-31 |
| | | | Fiscal Year | Target | Actual Results | Target "Met" or "Not Met" | Last Updated |
| | | | 2011 | TBD | TBD | | 2010-09-17 |
| | | | 2012 | TBD | TBD | | 2010-09-17 |
| | | | 2013 | TBD | TBD | | 2010-09-17 |
| | | | 2014 | TBD | TBD | | 2010-09-17 |
| | | | 2015 | TBD | TBD | | 2010-09-17 |
| | | | 2016 | TBD | TBD | | 2010-09-17 |
| Processes and Activities | Efficiency | Decrease the agency's average labor time to process benefit requests and volatility (deviation from the average) in labor time. | annual | Average officer time per completion and volatility. | Decrease | TBD | 2010-12-31 |
| | | | Fiscal Year | Target | Actual Results | Target "Met" or "Not Met" | Last Updated |
| | | | 2011 | TBD | TBD | | 2010-09-17 |

| | | | | | | | |
|------------------------------|--|--|-------------|---|----------------|---------------------------|--------------|
| Customer Results | Accuracy of Service or Product Delivered | Improve the quality of USCIS interaction with the public. | 2012 | TBD | TBD | | 2010-09-17 |
| | | | 2013 | TBD | TBD | | 2010-09-17 |
| | | | 2014 | TBD | TBD | | 2010-09-17 |
| | | | 2015 | TBD | TBD | | 2010-09-17 |
| | | | 2016 | TBD | TBD | | 2010-09-17 |
| | | | annual | Final adjudications determined to be accurate and complete. | Increase | TBD | 2010-12-31 |
| | | | Fiscal Year | Target | Actual Results | Target "Met" or "Not Met" | Last Updated |
| | | | 2011 | TBD | TBD | | 2010-09-17 |
| | | | 2012 | TBD | TBD | | 2010-09-17 |
| | | | 2013 | TBD | TBD | | 2010-09-17 |
| Mission and Business Results | Border and Transportation Security | Increase the benefit requests processed in a complete and accurate manner. | 2014 | TBD | TBD | | 2010-09-17 |
| | | | 2015 | TBD | TBD | | 2010-09-17 |
| | | | 2016 | TBD | TBD | | 2010-09-17 |
| | | | annual | Overall customer service/satisfaction rating. | Increase | TBD | 2010-12-31 |
| | | | Fiscal Year | Target | Actual Results | Target | Last Updated |
| | | | | | | | |

| | | | | | | | |
|------------------------------|------------------------|--|-------------|----------------------------|----------------|---------------------------|--------------|
| | | | | | | "Met" or "Not Met" | |
| | | | 2011 | TBD | TBD | | 2010-09-17 |
| | | | 2012 | TBD | TBD | | 2010-09-17 |
| | | | 2013 | TBD | TBD | | 2010-09-17 |
| | | | 2014 | TBD | TBD | | 2010-09-17 |
| | | | 2015 | TBD | TBD | | 2010-09-17 |
| | | | 2016 | TBD | TBD | | 2010-09-17 |
| Customer Results | Access | Increase the percent of new USCIS workload received via transformed processes by 7%. USCIS handles about 2,000,000 applications annually. This involves mail handling, document scanning, data verification, application balancing, and payment. | annual | Documents received. | Increase | 1% | 2008-07-15 |
| | | | Fiscal Year | Target | Actual Results | Target "Met" or "Not Met" | Last Updated |
| | | | 2009 | 8% | 11% | Met | 2010-09-17 |
| | | | 2010 | 11 | TBD | | 2010-09-17 |
| Mission and Business Results | Information Management | Most of the measures for FY2008 through FY2010 address performance gains to be garnered | annual | Processed adoptions cases. | Increase | 7% | 2007-07-15 |

| | | | | | | | |
|------------|-----------------------|---|-------------|------------------|----------------|---------------------------|--------------|
| | | through Transformation pilot projects. Pilot: Increase in adoptions cases processed in SIMS. | | | | | |
| | | | Fiscal Year | Target | Actual Results | Target "Met" or "Not Met" | Last Updated |
| | | | 2008 | 10% | 8.7% | Not Met | 2010-09-17 |
| | | | 2009 | 20% | 21% | Met | 2010-09-17 |
| | | | 2010 | 21% | TBD | | 2010-09-17 |
| Technology | External Data Sharing | Pilot: Double the number of EDMS users. EDMS enables the storage, search and retrieval of digital Alien Files and related documents. Currently, EDMS provides electronic access to about 500K of these files and 25M related documents. | annual | System users. | Increase | 4000 | 2008-07-15 |
| | | | Fiscal Year | Target | Actual Results | Target "Met" or "Not Met" | Last Updated |
| | | | 2009 | 8000 | 14,425 | Met | 2010-09-17 |
| Technology | User Satisfaction | Pilot: Improve customer satisfaction. EDMS enables the storage, search and retrieval of digital Alien Files and related documents. Currently, EDMS provides electronic access to about 500K of these files and 25M related documents. | annual | Users satisfied. | Increase | 84% | 2009-11-01 |

| | | | Fiscal Year | Target | Actual Results | Target "Met" or "Not Met" | Last Updated |
|--------------------------|-----------------------|---|-------------|---|----------------|------------------------------|--------------|
| | | | 2010 | 88% | TBD | | 2010-09-17 |
| Technology | External Data Sharing | Pilot: Increase by 1 the number of external agencies accessing EDMS. | annual | External agencies. | Increase | 1 | 2007-07-15 |
| | | | Fiscal Year | Target | Actual Results | Target "Met" or "Not Met" | Last Updated |
| | | | 2008 | 2 | 2 | Met | 2010-09-17 |
| Processes and Activities | Timeliness | Pilot: Increase the percentage of documents digitized through scan on demand capability. This is a new measure for FY 2009. USCIS provides "just-in-time" conversion of documents to electronic format for ingestion into the EDMS for viewing. | annual | Documents digitized. | Increase | 0.26% | 2009-11-01 |
| | | | Fiscal Year | Target | Actual Results | Target "Met" or "Not Met" | Last Updated |
| | | | 2009 | Less than 1% of total requests expected when on-demand scanning becomes fully functional. | 0.26% | Met | 2010-09-17 |
| | | | 2010 | 0.26% | TBD | | 2010-09-17 |
| Technology | Availability | Pilot: Maintain high SIMS system availability. | annual | Hours of "uptime." | Maintain | 99% | 2007-07-15 |
| | | | Fiscal Year | Target | Actual Results | Target "Met" or "Not Met" | Last Updated |

| | | | | | |
|--|------|-----|-----|-----|------------|
| | 2008 | 99% | 99% | Met | 2010-09-17 |
|--|------|-----|-----|-----|------------|

* - Indicates data is redacted.